

A red banner with a background of faint, overlapping geometric shapes including triangles and circles. The Greek letters ΔΣΘ are prominently displayed in a light color, partially obscured by the text.

Tri-County Maryland  
Alumnae Chapter

**STRATEGIC PLAN**  
**2016 – 2020**

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## **Introduction (Message From The President)**

Dear Sorors:

I am pleased to share with you our Four-Year Strategic Plan as we, the members of Tri-County Maryland Alumnae Chapter (TCMDAC), seek to impact the communities of Calvert, Charles and St. Mary's counties.

TCMDAC has embarked on long term planning and predictions of our goals and how we can achieve them. In today's world, impromptu decisions can become complicated; and, in our organization, directions might change abruptly. We have put thoughts together with confidence that being strategic ensures our future. The odds are in our favor that this planning foundation will be reliable, continuous and consistent; thereby increasing the odds of successful achievement. Ideally, the strategic plan has focused on activities that will drive our directions. Yet, the document is flexible to allow for revisions, adaptations and updates as members and resources deem necessary.

The strategic plan has been prepared for a period of four years, 2016-2020. Depicting the planning timetable is intended to visually communicate the full planning process. It is a realistic attempt to look ahead with a balance between *planning* and *doing*. Nevertheless, the execution of the plan requires your contribution and commitment to the process. I ask that you become a strong champion of this effort in order to put life into the plan.

The strategic planning committee members have demonstrated their commitment through countless hours of developing and analyzing information that will support decisions that need to be made. It is with genuine appreciation that I thank and recognize each of them for the role they played in establishing the guidance this document will provide all of us.

My hope is that as the strategic plan objectives are met, we will use each step of accomplishment, whether minimal or elaborate, as motivation for many years of continued success.

Sincerely,

*LeStancia N. Spaght*

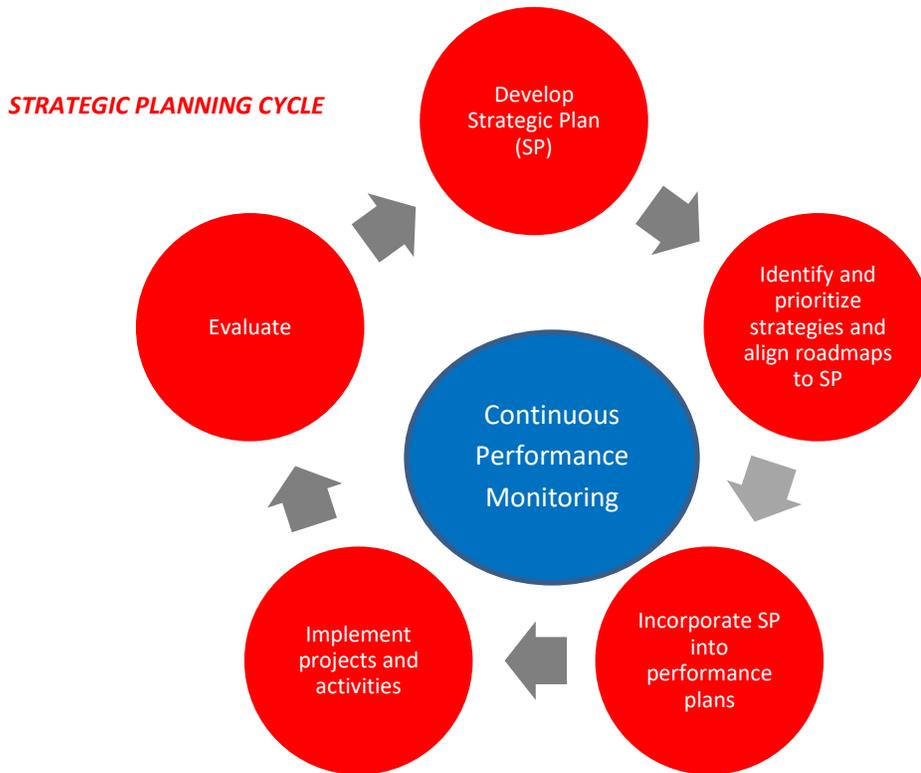
LeStancia N. Spaght

President

Tri-County (MD) Alumnae Chapter

Delta Sigma Theta Sorority, Inc.

## EXECUTIVE SUMMARY



Strategic Planning is used to set priorities, focus energy and resources, strengthen operations, ensure that stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization’s direction in response to a changing environment.

In this 2016-2020 Strategic Plan for Tri-County Maryland Alumnae Chapter of Delta Sigma Theta Sorority, Inc., broad priorities and objectives have been identified that capture an array of actions to position the Chapter for future growth and sustainability. It is the product of engagement from the Strategic Planning Committee and the Chapter members who participated in the Strategic Plan Survey, as well as a strategic analysis of the Chapter and local communities.

From this Strategic Plan, it is imperative for our committees to work in tandem to identify specific tasks to be achieved within the next four years. The Plan is designed to strategically position the chapter for future growth opportunities. However, it acknowledges the need to prioritize our efforts and focus, given the limited capacity in funding and human capital.

At the end of each sorority year, the Chapter will assess performance against the Strategic Plan in order to enhance presence, performance, and service delivery in Calvert County, Charles County, and St. Mary’s County. In doing so, the Strategic Plan will be reviewed to determine if any updates are needed. **This document is not a replacement for the Chapter’s policies and procedures.**

## **Information About Delta Sigma Theta Sorority, Incorporated**

Delta Sigma Theta Sorority, Inc. was founded in 1913 on the campus of Howard University to promote academic excellence; to provide scholarships; to provide support to the underserved; to educate and stimulate participation in the establishment of positive public policy; and to highlight issues and provide solutions for problems in communities. Today, Delta Sigma Theta Sorority has more than 1000 chapters worldwide and has initiated over 200,000 members. The Sorority uses its Five-Point Programmatic Thrust of economic development, educational development, international awareness and involvement, physical and mental health, and political awareness and involvement to create its national programs.

### **Mission Statement**

Delta Sigma Theta Sorority, Inc. is an organization of college-educated women committed to the constructive development of its members and to public service with a primary focus on the Black community.

## Information About Tri-County Maryland Alumnae Chapter

Chartered on March 27, 2011, the Tri-County MD Alumnae Chapter of Delta Sigma Theta Sorority, Inc. are members of an illustrious sisterhood of college educated women, committed to serve and impact communities in Charles County, East of 301 and all of Calvert and St. Mary's Counties.



The Chapter's purpose is to leverage stakeholders as key resources for organizational programs of public service in the areas of political and social justice, academic excellence and educational development, social-economic development, healthy and cultural development, while strengthening and enhancing the leadership skills, and talents of each chapter member.

## Mission, Vision, Chapter Slogan, and Core Values

### Mission

Delta Sigma Theta Sorority, Inc. is an organization of college-educated women committed to the constructive development of its members and to public service with a primary focus on the Black community.

#### Vision

To become a public service footprint, change agent and community advocate in Southern Maryland using the sorority's Five-Point Programmatic Thrust to enhance the lives of the underserved.

#### Chapter Slogan

Sisters in Service

#### Core Values

**INTEGRITY** We will serve the public in an honest, ethical, and forthright manner by keeping our promises and adhering to the letter and spirit of the law.

**CONTINUOUS IMPROVEMENT AND INNOVATION** We believe that our system of service delivery can always be improved, and we will work at effecting that improvement. We conduct business efficiently and economically.

**MEMBERSHIP INVESTMENT AND INVOLVEMENT (Loving Sorors On Purpose With Purpose)** We respect each member as a full organizational partner and participant in the delivery systems of our mission. We believe that each member should treat everyone with respect and dignity, and should have ongoing learning opportunities. We value our member's

creativity. We are members of a cohesive team working toward the achievement of the mission of Delta Sigma Theta Sorority, Inc.

**PARTNERSHIPS** We believe our Chapter shares the goals of other public, private and nonprofit organizations. Through collaboration, we can ensure appropriate use of resources, maximize fund development, and provide needed public services.

**COMMUNICATION** We are more effective when information flows freely, teamwork is encouraged, and membership contributions are recognized. We must communicate effectively if we are to carry out our mission and achieve what we have envisioned.

**LEADERSHIP** We believe that in order to fully succeed in our mission and to achieve our vision, we must provide leadership to the public we serve.

**SAFETY** We are committed to ensuring a safe and healthy environment and an accident-free visitor experience. This commitment reflects the right that members, volunteers, and the public have to a safe environment.

### **What Do We Do Best: Our Comparative Advantage!**

- ✓ We are armed with the reputation of our National Organization of Delta Sigma Theta Sorority, Inc.
- ✓ We have the opportunity to impact three counties.
- ✓ TCMDAC executes quality events.
- ✓ We have community organizations waiting to work with TCMDAC on initiatives.
- ✓ We have talented members who have expertise in many different areas.
- ✓ We have members who genuinely care and understand the importance of service.

## The Context in Which We Work

	<i>Calvert County</i>	<i>Charles County</i>	<i>St. Mary's County</i>
Median Age	40.7	38.4	35.9
<b>Racial Composition (%)</b>			
African American	13.0	42.1	14.0
White	79.3	45.7	75.7
Hispanic	3.3	5.0	4.5
Asian	1.6	3.3	2.8
<b>Gender Composition (%)</b>			
Female	50.7	51.7	50.1

Source: Community Health Needs Assessment - Maryland

### Calvert County

Calvert County is located on the western shore of the Chesapeake Bay. At only 213 square miles, Calvert is Maryland’s smallest county. Calvert County is a young population with the majority of its citizens between the ages of 25-54 years. Gender breakdown is approximately half male and half female. The majority of the Calvert’s population is Caucasian (79.3%). African Americans are the largest minority, making up 13% of the population.

*Schools (<https://k12.niche.com> – 2016 Best School Districts in Maryland)*

Calvert County Public Schools is centered in Huntingtown, Maryland. It has 16,221 students attending 26 schools in grades PK and K-12. According to state standards, 92% of students in this district are considered proficient in math and/or reading. Overall, the school system is ranked 4<sup>th</sup> in Maryland.

<b>Student Diversity (%)</b>	
White	73.6
African American	13.9
Multiracial	6.1
Hispanic	4.6
Asian	1.5
Native American	0.2
Pacific Islander	0.1

### Charles County

Charles County is approximately 18 miles south of Washington, D.C. As a result of its proximity to Washington, D.C., the County has experienced rapid growth as the suburbs of the nation’s capital have expanded. Significant changes in the demographic makeup of the population have occurred along with this growth, including an expanding minority population and an increasing number of elderly citizens. This population influx, coupled with the economic shift and demographic changes, will continue to offer significant new opportunities and challenges for the County. With increasing population comes an inevitable increase in social needs and demand for services. This is true not only for citizens who are in financial need, but for all citizens of the County.

## 2016 – 2020 Strategic Plan

### *Schools (<https://k12.niche.com> – 2016 Best School Districts in Maryland)*

Charles County Public Schools is centered in Waldorf, Maryland. It has 26,455 students attending 37 schools in grades PK and K-12. According to state standards, 82% of students in this district are considered proficient in math and/or reading. Overall, the school system is ranked 11<sup>th</sup> in Maryland.

Student Diversity (%)	
White	31.6
African American	52.5
Multiracial	6.1
Hispanic	6.0
Asian	3.1
Native American	0.5
Pacific Islander	0.1

### St. Mary's County

St. Mary's County is situated on a peninsula in Southern Maryland with over 500 miles of shoreline on the Patuxent River, Potomac River and Chesapeake Bay. The county's location allows for easy access to major metropolitan areas while offering residents a high quality of life and affordable lifestyles. St. Mary's County continues to have one of the youngest populations in the state with a median age of 36.

### *Schools (<https://k12.niche.com> – 2016 Best School Districts in Maryland)*

St. Mary's County Public Schools is centered in California, Maryland. It has 17,841 students attending 27 schools in grades PK and K-12. According to state standards, 86% of students in this district are considered proficient in math and/or reading. Overall, the school system is ranked 14<sup>th</sup> in Maryland.

Student Diversity (%)	
White	67.2
African American	18.5
Multiracial	5.2
Hispanic	5.9
Asian	2.7
Native American	0.4
Pacific Islander	0.2

## SOCIOECONOMIC PROFILE

	<i>Calvert County</i>	<i>Charles County</i>	<i>St. Mary's County</i>	<i>All Maryland</i>
Median Household Income	\$95,477	\$85,672	\$93,160	\$73,538
Unemployment Rate (%) (16 years or older)	7	5.6	7.4	8.2

Source: 2015 Community Health Needs Assessment - U.S. Census Bureau, American Community Survey 5-Year Estimates, 2009-2013; \*Census Bureau, 2010.

The Tri-County area in Southern Maryland is a fairly prosperous community. Poverty rates are more pronounced among the younger population, aged 18 years or below. With the exception of St. Mary's County, poverty rates have generally been on the rise in the last few years. The biggest barrier to employment faced by youth was a lack of available jobs, along with a lack of transportation. Discrimination is also reported as a barrier.

## 2016 – 2020 Strategic Plan

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Small minority and women owned businesses are needed in order to provide services that will:

**Increase Capacity** – While small, minority/women owned firms are ideally positioned geographically to benefit from the development changes in the region, these businesses must possess the operational and financial capacity to meet the demands of these new business opportunities.

**Accelerate Access To Opportunity** – To better position small, minority/women owned firms for the upcoming opportunities, improvements are needed in the general information flow for contracting opportunities.

**Leverage Technology** – Given that Southern MD is a rural area, technology is an efficient means to create an online community of businesses.

### **HEALTH**

Based on a comprehensive assessment from July 2014 to March 2015 of the health needs of **Charles County**, the greatest health problems are:

- Physician recruitment, retention, and reimbursement
- Mental health resources and services
- Substance use disorders
- Social determinants to health: transportation, access to care
- Chronic disease management
- Obesity/overweight: childhood specifically

The Community Health Needs Assessment completed in 2015 revealed that **Calvert County** had significant community needs in the following areas:

- Access to Health Services
- Exercise, Nutrition & Weight
- Older Adults & Aging
- Children's Health
- Heart Disease & Stroke
- Substance Abuse
- Cancer
- Mental Health & Mental Disorders
- Teen & Adolescent Health
- Diabetes
- Oral Health
- Women's Health

## 2016 – 2020 Strategic Plan

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The implementation strategies for **St. Mary's County** identified from the 2015 Community Health Needs Assessment were:

- Chronic disease prevention and management for heart disease/stroke, cancer, diabetes, and obesity
- Physical activity
- Transportation, access to healthcare services, housing, and healthy food

## Strategic Priorities

### Priority 1- *SUSTAINABILITY AND OPERATIONS*

Sustainability of an organization is based upon its well-being and maintenance as a vibrant entity. While sustainability can refer to social, environmental, and economic status, the inclusion of sustainability as a priority is especially related to economic growth. Organizational operations provide the strategic framework for collaboration, planning, direction, coordination, leadership/staffing, and resource management. Essentially, change management is affected by people and processes. The successful and futuristic organization thrives on efficient operations.

**GOAL:** Develop a Sustainability Model to ensure economic and cultural viability (Robust Revenue Streams, Collaborative and Community Partnerships). Maintain an infrastructure that meets the challenges and opportunities for managing data, resources, and innovation.

*Objective 1A                      Assessment – Increase awareness and knowledge of TCMDAC’s programs and accomplishments.*

*Objective 1B                      Fundraising – Develop annual fundraising plan to align with projected program, scholarship, and operating activities.*

*Objective 1C                      Delta Research & Educational Foundation (DREF) – Establish account with DREF for charitable and educational activities.*

*Objective 1D                      Strategic Partnerships – Develop and maintain partnerships with organizations whose strategies and initiatives align with the mission and vision of TCMDAC.*

*Objective 1E                      Financial Planning – Develop and implement financial strategies for increasing the savings and investment accounts.*

*Objective 1F                      Policies and Procedures – Ensure that the membership has a clear understanding of approved policies and procedures.*

*Objective 1G                      Emergency Response – Increase awareness about emergency preparedness activities.*

*Objective 1H                      Fiscal Operations – Ensure the Chapter is fiscally sound and members understand fiscal responsibilities.*

### **Priority 2 – MEMBERSHIP**

Membership embraces the concept that human capital of an organization is a critical element of success. Members align personal values with organizational values in the successful organization in order to accelerate the mission. Talent development, recognition rewards, and incentive are components of value propositions that enhance the membership's elevation.

**GOAL:** Strengthen the TCMDAC's capacity to develop the talents, skills, and resources of its members in order to build organizational success.

*Objective 2A                      Retention – Retain 90% of membership. Encourage retention through transparency and development of TCMDAC members.*

*Objective 2B                      Reclamation – Focus efforts on reclamation of inactive sorors.*

*Objective 2C                      Collegiate Transition – Increase Collegiate Transition to TCMDAC.*

*Objective 2D                      Membership Intake*

### **Priority 3 – PROGRAMS**

Programming highlights the emphasis for creating initiatives that impact internal and external environments aligned with the organization’s purpose. Using the vision and mission statements as foundational components, the non-profit organization provides services and assesses the results, manages community issues, collaborates with program partners with mutual purposes and goals, and influences change.

**GOAL:** Leverage Programs for community impact, transformation, and empowerment.

*Objective 3A                      Scholarship – Develop Annual plan to increase scholarship amounts and maintain communication with Scholarship Recipients.*

*Objective 3B                      Arts and Letters – Increase awareness of African American authors, spoken word, and other artists in the Tri-County Maryland area.*

*Objective 3C                      Economic Development – Improve the economic well-being of chapter members and the communities served.*

*Objective 3D                      Educational Development – Continue to improve the youth initiatives.*

*Objective 3E                      International Awareness and Involvement – Maintain ongoing programs and establish projects with DST international chapters.*

*Objective 3F                      Physical and Mental Health – Develop and implement Journey to Wellness program with TCMDAC members and community based components.*

*Objective 3G                      Political Awareness and Involvement – Provide information and direction to TCMDAC regarding current civic and human rights.*

### **Priority 4 – TECHNOLOGY**

Technology serves a critical in the life cycle of an organization. The degree of performance in communicating, managing inventory, managing data, and leveraging resources (human, fiscal, and physical) are all action items for organizational potential in digital presence.

**GOAL:** Reimagine technology as a vehicle for communication, training, and productivity.

*Objective 4A            Website – Manage TCMDAC’s website to improve efficiency and effectiveness.*

*Objective 4B            Technology – Continue to Improve Internal Communications.*

Strategic Planning Committee Members

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December 10, 2016



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